MULTIMEDIA UNIVERSITY

STUDENT ID NO

MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 2, 2017 / 2018 SESSION

DHR5018 – HUMAN RESOURCE MANAGEMENT

(Diploma Students Only)

17 MARCH 2018
9.00 a.m. – 11.00 a.m.
(2 Hours)

INSTRUCTIONS TO STUDENT

1. This question paper consists of **9** pages with 2 sections.
2. For section A, shade your answers in the OMR form provided.
3. For section B, write your answers in the answer booklet provided.
4. Answer **ALL** questions.

SECTION A: MULTIPLE CHOICE QUESTIONS (each question carries 1 mark). Answers for this section should be shaded in the OMR form provided.

1. Siti spends most of her time at work posting job advertisements, preparing training schedules, and conducting onboarding programme. Siti is most likely involved in which function of the management process?

   A. Reviewing.
   B. Leading.
   C. Controlling.
   D. Staffing.

2. Which of the following **BEST** defines line authority?

   A. A manager's right to advise other managers or employees.
   B. A manager's right to issue orders to other managers or employees.
   C. Management over a small staff in a public firm.
   D. Management with flexible decision-making powers.

3. Lee is a member of a HR team that assists the top management of Zeltec Company in issues such as developing the personnel aspects of the company's long-term strategic plan. Which organisation of the human resource function is Lee involved in?

   A. Corporate HR teams.
   B. Embedded HR teams.
   C. Centres of expertise.
   D. Shared services.

4. Evidence-based human resource management relies on the use of _____.

   A. analytics, scientific rigour and critical evaluation
   B. gut feeling, instinct and intuition
   C. fortune, hope and anticipation
   D. qualitative opinions, thoughts and beliefs

5. Which of the following **MOST** likely depends on a job's required skills, education level, safety hazards, and degree of responsibility?

   A. Organisational culture.
   B. Employee compensation.
   C. Online training requirements.
   D. Workflow system.

Continued...

6. While performing the fifth step of a job analysis, it is essential to confirm the validity of collected data with the _____.

   A. worker
   B. HR manager
   C. legal department
   D. managing director

7. Renee, a job analyst, wants to review the flow of inputs to and outputs from a job that she has been assigned to analyse. Which of the following would be the **BEST** source for Renee?

   A. The job's process chart.
   B. The job representative's resume.
   C. The organisation's profile.
   D. The organisation's replacement chart.

8. Helmi wants to forecast future employment needs for Krypton Sdn. Bhd. by examining past organisational employment needs of the company. This is an example of _____.

   A. ratio analysis
   B. trend analysis
   C. succession planning
   D. a qualification inventory

9. KRU Industries wants to engage in predictive workforce monitoring. As the human resource manager at KRU, you should most likely _____.

   A. primarily use recruiters for top executive jobs
   B. frequently assess the online HR scorecard
   C. continuously monitor workforce planning issues
   D. regularly implement benchmarking process

10. Which of the following **BEST** explains why firms are using temporary workers more frequently?

    A. High cost of workers' compensation insurance.
    B. Weak economic confidence among employers.
    C. Workers' desires for flexible schedules.
    D. Low cost when hired through agencies.

Continued...

11. Daniel recently participated in a selection test for a position at Northern Aeronautics. The test measured Daniel's finger dexterity and reaction time, so it was **MOST** likely a(n) _____ test.

A. cognitive
B. interest
C. motor ability
D. achievement

12. Siew Li recently applied for a customer service representative position with Berjaya Hotel. This position requires Siew Li to deal with numerous customers from different countries all year round. Which personality trait **MOST** likely has the strongest correlation to Siew Li's success as a customer service representative?

A. Emotional stability.
B. Openness to experience.
C. Introversion.
D. Optimism.

13. According to Malaysia's Immigration Law, foreign workers who want to work in the country **MUST** comply with which of the following?

A. Purchase the return airplane ticket after probationary period.
B. Submit previous education documents to the customs officer.
C. Apply for employment permit after one year of service.
D. Undergo health check-up upon arrival.

14. "What steps would you follow to conduct a brainstorming session with a group of employees on social media marketing?" What type of interview question is this?

A. Background question.
B. Job related question.
C. Situational question.
D. Past behaviour question.

15. What is the **BEST** way to avoid most interview errors?

A. Administer interview only through phone.
B. Use a structured interviewing format.
C. Ask only job-related questions.
D. Conduct panel interviews.

Continued...

16. In a _____ interview, a panel questions several candidates simultaneously.

A. formal
B. serial
C. topical
D. mass

17. All of the following topics are typically addressed during employee orientation **EXCEPT** _____.

A. work behaviour expectations
B. company email access
C. steps to join the labour union
D. personnel policies and benefits

18. The methods used to give new or present employees the skills they need to perform their jobs are called _____.

A. orientation
B. labour relations
C. training
D. development

19. Which of the following training methods is **MOST** frequently used by employers?

A. Programmed learning.
B. Apprenticeship training.
C. Classroom training.
D. On-the-job training.

20. In most firms, a rating committee used for performance appraisals consists of _____ members.

A. 4-5
B. 2-3
C. 6-8
D. 9-10

Continued...

21. Suria is the marketing manager of Lantern Sdn. Bhd. She has a tendency to give all of her subordinates consistently high ratings during performance appraisal. Which of the following problem is associated with Suria?

A. Central tendency.
B. Halo effect.
C. Leniency.
D. Strictness.

22. The continuous process of identifying, measuring, and developing the performance of individuals and teams and aligning their performance with the organisation's goals is known as _____.

A. performance appraisal
B. performance management
C. strategic management
D. performance analysis

23. Lindan, a small business owner, wants to ensure external equity when establishing pay rates. Lindan should most likely _____.

A. seek advice from his employees
B. use his own judgement and experience
C. compare performance appraisals
D. conduct a salary survey

24. What is the primary purpose of offering an executive stock options in a compensation package?

A. Providing the executive with guaranteed bonuses.
B. Enabling the firm to decrease the executive's base pay.
C. Offering the executive long-term retirement security.
D. Encouraging the executive to increase the firm's value.

25. In Malaysia, organisations in the private sector must comply with the pay and benefits terms as stipulated in the _____.

A. Employment Act 1955
B. Collective Bargaining Act 1975
C. Company Act 1965
D. Employee Compensation Act 1952

Continued...

26. Studies indicate that in order for merit pay to be most effective, it should be linked to _____.

A. employee overtime
B. employee performance
C. company's profits
D. company's return on investment

27. Balkis, the human resource manager at Teguh Sdn. Bhd. plans to use the pooled paid leave plan to reduce employee absences. A typical pooled paid leave plan comprises which of the following?

A. Maternity leave, vacation, and public holidays.
B. Medical leave, unpaid leave, and annual leave.
C. Sick leave, vacation, and personal days.
D. Public holidays, sick leave, and emergency leave.

28. Rita, a marketing executive, earns RM4,500 every month. According to Employees Provident Fund Act in Malaysia, the portion of Rita's mandatory contribution rate to her retirement benefits is _____.

A. 17% of her monthly salary
B. 12% of her monthly salary
C. 13% of her monthly salary
D. 11% of her monthly salary

29. Which of the following qualities is **MOST** closely linked to an employee's success on an international work assignment?

A. Responsibility.
B. Flexibility.
C. Intelligence.
D. Technical skills.

30. What is the first step in developing a more effective global HR system?

A. Forming global HR networks.
B. Identifying crucial executive behaviours.
C. Adapting pay policies.
D. Embrace an ethnocentric attitude.

[TOTAL 30 MARKS]

Continued...

SECTION B: STRUCTURED QUESTIONS [TOTAL 70 MARKS].
Answers should be written in the answer booklet provided.

QUESTION 1

Eng Lee, the human resource executive in Zen Sdn. Bhd. has been assigned the task of training all supervisors on the basics of performance appraisal. He also plans to have a brain-storming session on addressing previous issues raised by the employees, such as unfair appraisals, unreliable appraisal techniques, and absence of action against poor performers.

a) Briefly explain any **FOUR (4)** reasons for the supervisors of Zen Sdn. Bhd. to appraise their subordinates' performances. (4 marks)

b) State and explain any **FOUR (4)** appraisal techniques which can be used by an organisation, such as Zen Sdn. Bhd. (8 marks)

c) Eng Lee wants to develop a checklist of best practices for administering fair performance appraisals. Briefly describe any **SIX (6)** practices that he should include in the checklist. (6 marks)

d) Zen Sdn. Bhd. decided to issue a formal written warning to an employee whose performance is very poor for the past three consecutive years. Briefly describe **TWO (2)** purposes of such warning to an organisation. (2 marks)

[Total: 20 marks]

Continued...

QUESTION 2

Horizon Industries Sdn. Bhd. is a software firm based in Senawang, Malaysia. It employs over 400 people. Horizon provides legally required benefits for its employees including social security and employee provident fund. In addition, it offers employees health insurance. Horizon employees work Monday through Friday on a 9a.m. to 5p.m. schedule. Horizon's top executives are considering the idea of adding a family-friendly benefits plan and implementing a flexible work schedule.

a) Briefly explain **FOUR (4)** trends which lead firms such as, Horizon to introduce more family-friendly benefits plan? (4 marks)

b) State and describe any **FOUR (4)** flexible work schedule options which Horizon can consider implementing for its employees. (8 marks)

c) Other than flexible work schedules, what other family-friendly benefits can Horizon consider for its employees? List any **THREE (3)** benefits. (3 marks)

d) List any **FIVE (5)** types of policy issues which Horizon has to deal with in developing its benefits plan. (5 marks)

[Total: 20 marks]

Continued...

QUESTION 3

The headquarters of Pan Hypermarket, is located in Malaysia. In August 2018, the operations of its first foreign branch will commence in Australia. The top management of Pan Hypermarket has appointed Aziz, the human resource manager and his team to develop an international staffing plan for the executive positions in Australia branch. Aziz is expected to present the plans to the top management in March 2018.

a) State and explain the **FOUR (4)** types of global challenges which Pan Hypermarket may encounter with its new operations in Australia. (8 marks)

b) Aziz listed the following sources of candidates for the recruitment of executive positions in Australia. Based on the scenario above, explain each recruitment source stated below. Give **ONE (1)** example for each source.

i. Home-country nationals (2 marks)
ii. Host-country nationals (2 marks)
iii. Third-country nationals (2 marks)

c) List down the **SIX (6)** factors which can lead to the failure of expatriate assignments. (6 marks)

[Total: 20 marks]

QUESTION 4

State and explain the **FIVE (5)** steps in a training process. (10 marks)

[Total: 10 marks]

End of Page.